

Theories of Leadership

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Overview of Theories

- **Great Man Theory**
- **Trait Theory**
- **Behavioural Theories**
 - Ohio state Studies and Michigan Studies
 - Managerial Grid
- **Contingency Theory :**
 - Fiedler's Least Preferred Co-worker (LPC) Theory
 - Cognitive Resource Theory
- **Situational Theory :**
 - Hersey and Blanchard's Situational Theory
 - House's Path Goal Theory
 - Leader Participation Model

Great Man Theory

- Leaders are born, not made.
 - This approach emphasized that a person is born with or without the necessary traits of leaderships.
- Early explanations of leadership studied the “traits” of great leaders
- “Great man” theories (Gandhi, Lincoln, Napoleon)
 - Belief that people were born with these traits and only the great people possessed them

Great Man Theory

- Great Man approach actually emphasis “charismatic” leadership. charisma being the Greek word for gift.
- No matter what group such a natural leader finds himself in, he will always be recognized for what he is.
- According to the great man theory of leadership, leadership calls for certain qualities like commanding personality, charm, courage ,intelligence, persuasiveness and aggressiveness.

Trait Theory

- What characteristics or traits make a person a leader?
- Great Man Theory: Individuals are born either with or without the necessary traits for leadership
- Trait theories of leadership sought personality, social, physical or intellectual traits that differentiate leaders from non leaders
- Trait view has little analytical or predictive value
- Technical, conceptual and human skills (Katz 1974)

Trait Theories

trait theories of leadership

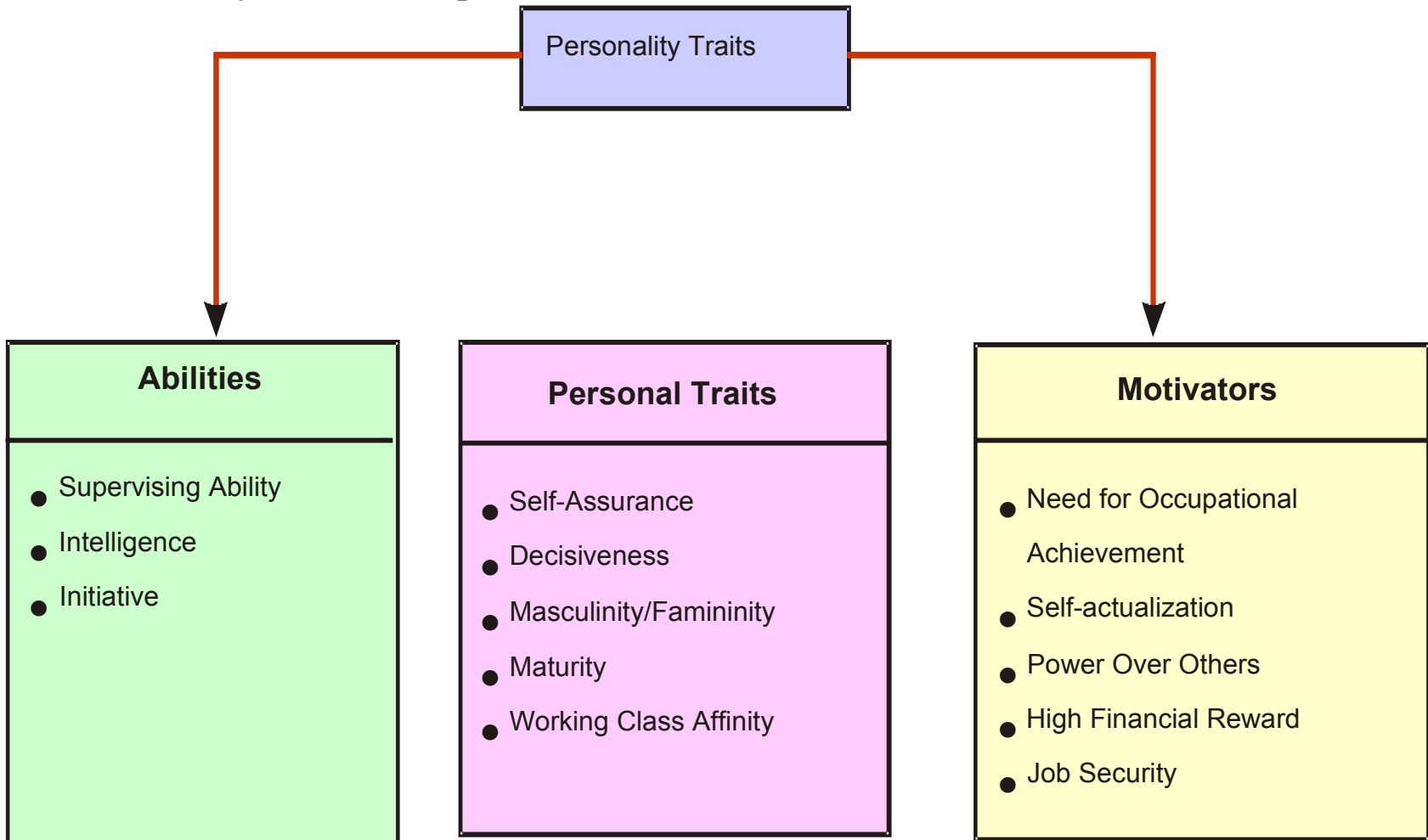
Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from nonleaders.

Leadership Traits:

- **Ambition and energy**
- **The desire to lead**
- **Honesty and integrity**
- **Self-confidence**
- **Intelligence**
- **Job-relevant knowledge**

Trait Theory

The trait theory is based on the great man theory, but it is more systematic in its analysis of leaders. Like the great man theory, this theory assumes that the leader's personal traits are the key to leadership success.



Traits of Leaders

- Intelligence
- Physical Features
- Inner Motivation
- Maturity
- Vision & Foresight
- Acceptance of Responsibility
- Open-Minded and adaptability
- Self-confidence
- Human Relations Attitude
- Fairness and Objectivity

TABLE 10–1**Traits and Skills Differentiating Leaders from Nonleaders****Traits**

Adaptable to situations
Alert to social environment
Ambitious, achievement oriented
Assertive
Cooperative
Decisive
Dependable
Dominant (power motivation)
Energetic (high activity level)
Persistent
Self-confident
Tolerate of stress
Willing to assume responsibility

Skills

Clever (intelligent)
Conceptually skilled
Creative
Diplomatic and tactful
Fluent in speaking
Knowledgeable about the work
Organized (administrative ability)
Persuasive
Socially skilled

Source: Based on Ralph Stogdill *Handbook of Leadership: A Survey of the Literature* (New York: Free Press, 1974), p. 237.

Trait Theories

Limitations:

- **No universal traits that predict leadership in all situations.**
- **Traits predict behavior better in “weak” than “strong” situations.**
- **Unclear evidence of the cause and effect of relationship of leadership and traits.**
- **Better predictor of the appearance of leadership than distinguishing effective and ineffective leaders.**

Behavioural Theory

In contrast with trait theory, behavioural theory attempts to describe leadership in terms of what leaders do, while trait theory seeks to explain leadership on the basis of what leaders are. Leadership according to this approach is the result of effective role behaviour. Leadership is shown by a person's acts more than by his traits. This is an appropriate new research strategy adopted by Michigan Researchers in the sense that the emphasis on the traits is replaced by the emphasis on leader behaviour (which could be measured).

Behavioural Theory

Theories proposing that specific behaviors differentiate leaders from non leaders.

- Pattern of actions used by different individuals determines leadership potential
- Examples
 - Autocratic, democratic and laissez-faire
 - Michigan Studies: Employee centered versus task centered

Behavioural Theory

- Theories that attempt to isolate behaviors that differentiate effective leaders from ineffective leaders
- Behavioral studies focus on identifying critical behavioral determinants of leadership that, in turn, could be used to train people to become leaders

Behavioural Leadership Studies

- *The Ohio State Studies* sought to identify independent dimensions of leader behavior
 - Initiating structure
 - Consideration
- *The University of Michigan Studies* sought to identify the behavioral characteristics of leaders related to performance effectiveness
 - Employee oriented
 - Production oriented

Ohio State Studies

initiating structure

The extent to which a leader is likely to define and structure his or her role and those of subordinates in the search for goal attainment.

consideration

The extent to which a leader is likely to have job relationships characterized by mutual trust, respect for subordinates' ideas, and regard for their feelings.



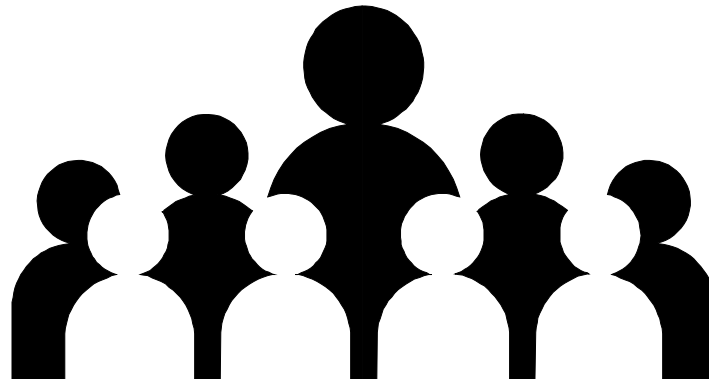
University of Michigan Studies

employee-oriented

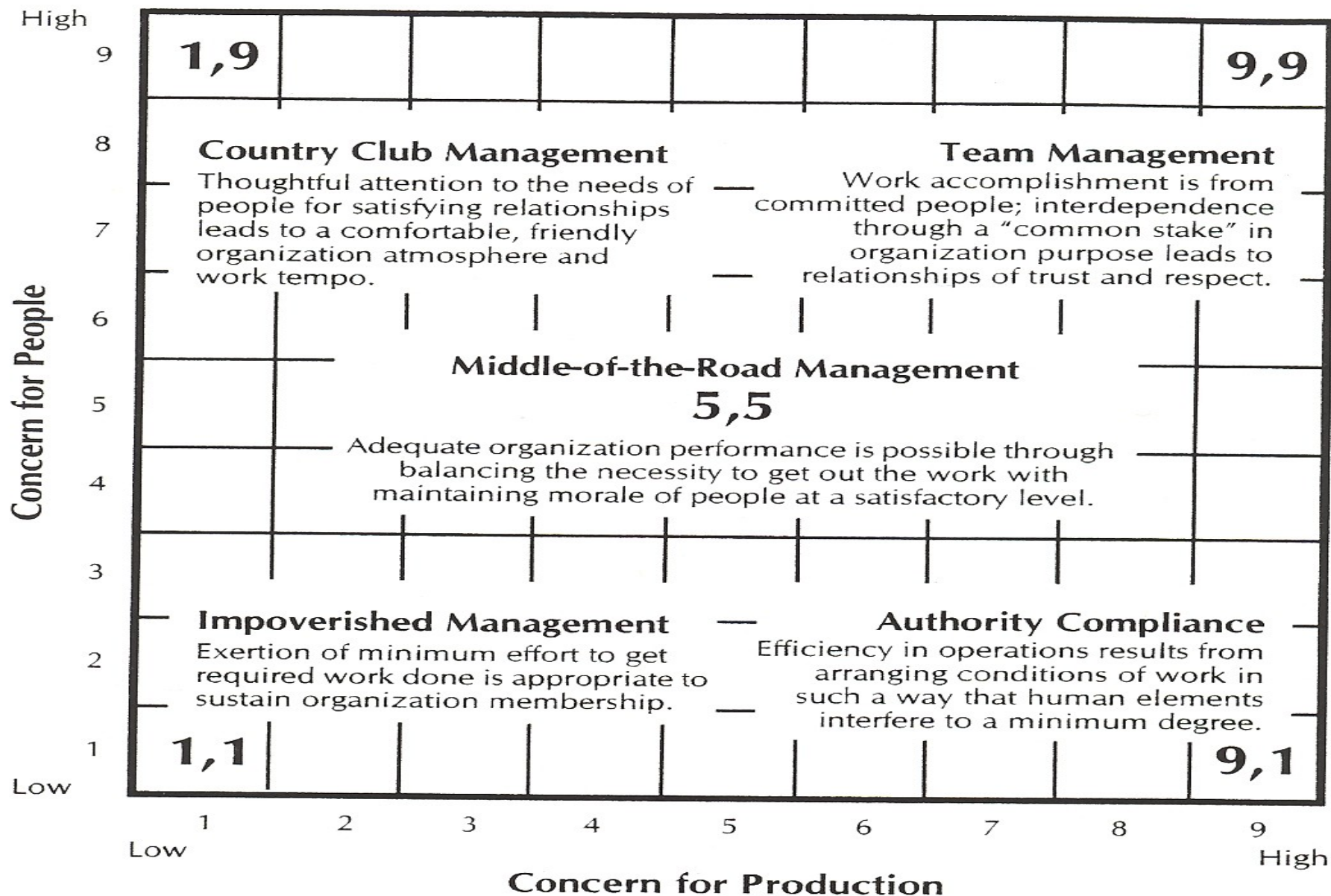
Emphasizing interpersonal relations; taking a personal interest in the needs of employees and accepting individual differences among members.

production-oriented leader

One who emphasizes technical or task aspects of the job.



Managerial Grid (Blake & Mouton)



Contingency Theories & situational Theories of Leadership

➤ Contingency Theories

- Fiedler Model
 - Cognitive Resource Theory
- Hersey and Blencherd's Situational Theory
- Leader-member Exchange Theory
- Path-Goal Theory
- Leader Participation Model

Contingency Theories

- While trait and behavior theories do help us understand leadership, an important component is missing: the environment in which the leader exists.
- Contingency Theory deals with this additional aspect of leadership effectiveness studies.

Fiedler Model

- **The theory that effective groups depend upon a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.**
- **There are basically three steps in the model**
 - 1) Identifying Leadership Style**
 - 2) Defining the Situation**
 - 3) Matching leaders and situations**

1) Identifying Leadership Style

- **Fiedler believes a key factor in leadership success is the individual's basic leadership style**
So he created the Least Preferred Co-worker (LPC) Questionnaire
- **LPC:-An instrument that tells to measure whether a person is task or relationship oriented**

Cont...

- If the low LPC score then the person is task oriented
- If the high LPC score then the person is relationship oriented

Least Preferred Coworker (LPC)

Scale

Pleasant	8	7	6	5	4	3	2	1	Unpleasant
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	8	7	6	5	4	3	2	1	Accepting
Tense	8	7	6	5	4	3	2	1	Relaxed
Cold	8	7	6	5	4	3	2	1	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	8	7	6	5	4	3	2	1	Interesting
Quarrelsome	8	7	6	5	4	3	2	1	Harmonious
Gloomy	8	7	6	5	4	3	2	1	Cheerful
Open	8	7	6	5	4	3	2	1	Closed
Backbiting	8	7	6	5	4	3	2	1	Loyal
Untrustworthy	8	7	6	5	4	3	2	1	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	8	7	6	5	4	3	2	1	Nice
Agreeable	8	7	6	5	4	3	2	1	Disagreeable
Insincere	8	7	6	5	4	3	2	1	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind

Scoring

- Your final score is the total of the numbers you circled on the 18 scales

57 or less = Low LPC (task motivated)

58-63 = Middle LPC (socio-independent leaders, self directed and not overly concerned with the task or with how others view them)

64 or above = High LPC (motivated by relationships)

Contingency Model

Leader–Member
Relations

GOOD

POOR

Task Structure

High
Structure

Low
Structure

High
Structure

Low
Structure

Position Power

Strong
Power

Weak
Power

Strong
Power

Weak
Power

Strong
Power

Weak
Power

Strong
Power

Weak
Power

1

2

3

4

5

6

7

8

Preferred
Leadership
Style

Low LPCs
Middle LPCs

High LPCs

Low
LPCs

2) Defining the Situation

- **Fiedler identified three contingency dimensions that define the key situational factors**
- **1. Leader-member relations:**
The degree of confidence, trust, and respect, members have in the leader
- **2. Task structure:**
The degree to which the job assignments are procedurized
- **3. Position Power:**
The degree of influence a leader has over power variables such as hiring, firing, promotion etc.

3) Matching leaders and Situations

- **After knowing the leadership style through LPC and defining all the situations, we will chose the leader who will fit for the situation.**

Two ways in which to improve leader effectiveness

- 1) Change the leader to fit the situation**
- 2) Change the situation to fit the leader**

Cognitive Resource Theory

- **A theory of leadership that states that stress unfavorably effects the situation, and intelligence, and experience can lessen the influence of stress on the leader.**

Cont...

- A refinement of Fielder's original model:
 - Focuses on stress as the enemy of rationality and creator of unfavorable conditions
 - A leader's intelligence and experience influence his or her reaction to that stress
- Stress Levels:
 - Low Stress: Intellectual abilities are effective
 - High Stress: Leader experiences are effective
- Research is supporting the theory

Hersey & Blanchard's Situational Leadership (SLT)

- A model that focuses on follower “readiness”
 - Followers can accept or reject the leader
 - Effectiveness depends on the followers’ response to the leader’s actions
 - “Readiness” is the extent to which people have the *ability* and *willingness* to accomplish a specific task

- A paternal model:
 - As the child matures, the adult releases more and more control over the situation
 - As the workers become more ready, the leader becomes more *laissez-faire*

Cont....

- **Hersey and Blencherd identify four specific leader behaviors**
 - **The most effective behavior depends on the follower's ability and motivation**
3. If followers are unable and unwilling to do a task, the leader needs to give specific and clear directions.
 4. If followers are unable and willing, The leader need to display a high task orientation.
 5. If the followers are able and unwilling, The leader needs to use a supportive and participative style.
 6. If followers are both able and willing, The leader doesn't need to do much.

Situational Leadership Theory

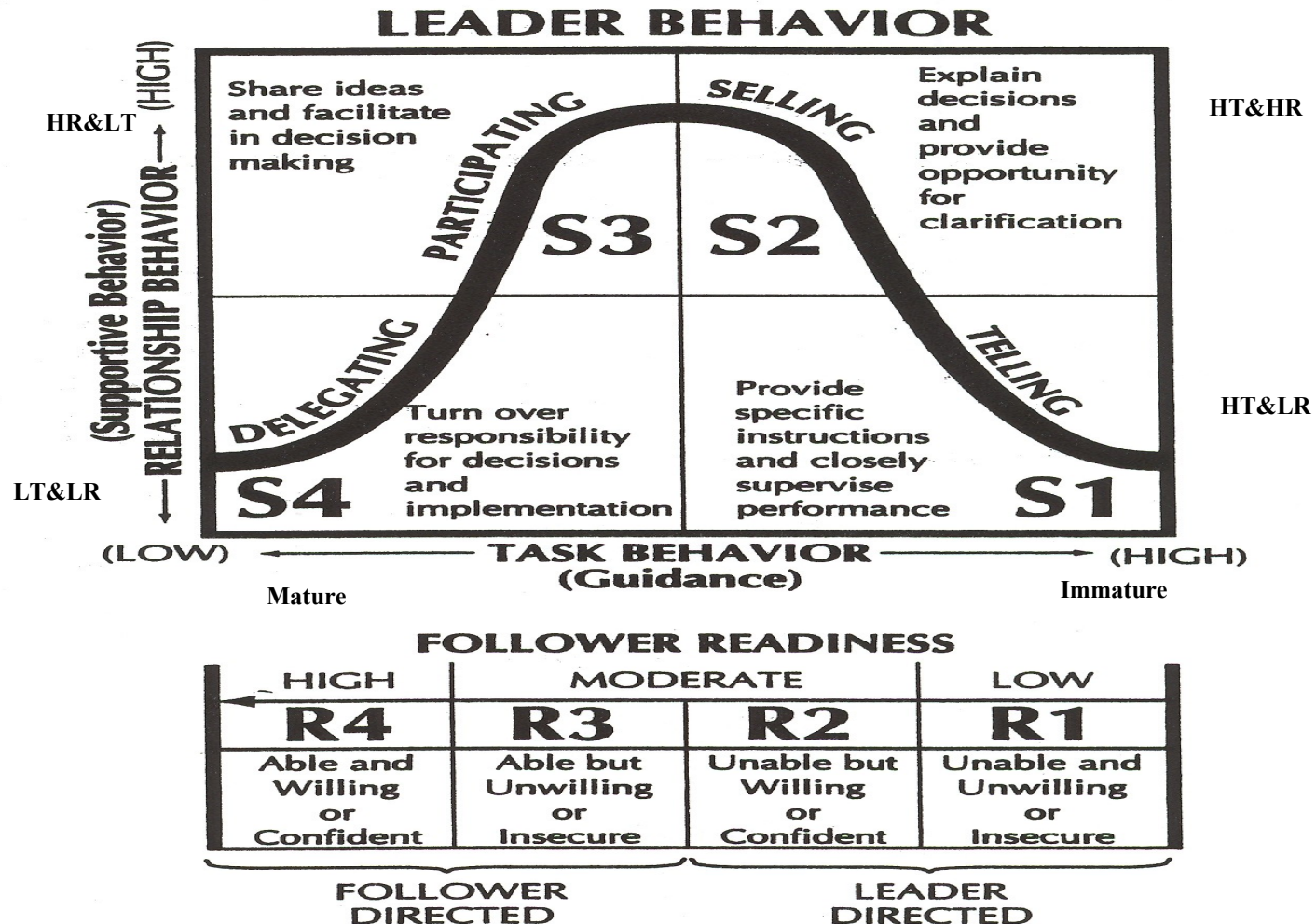
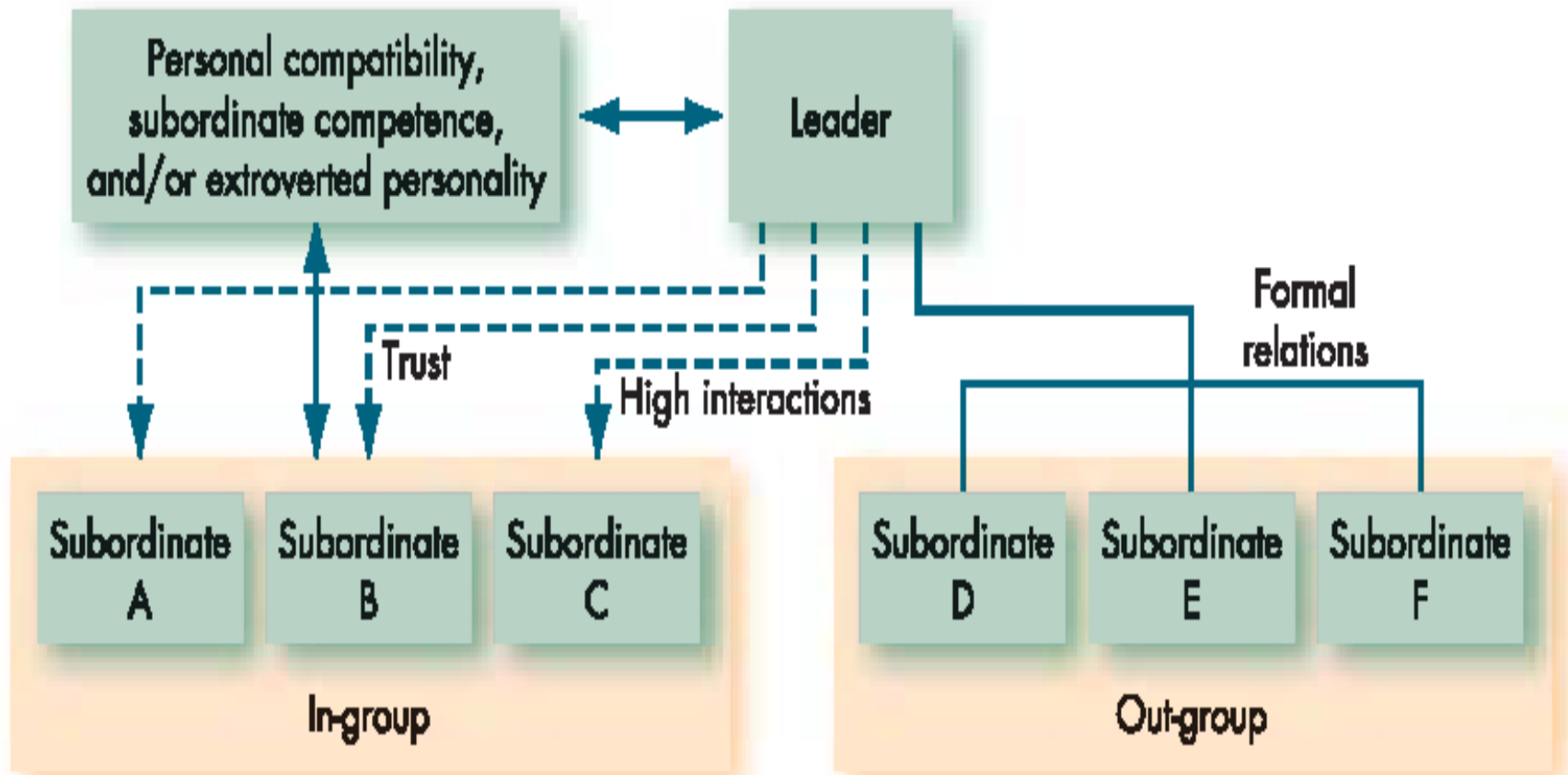


Figure 3.2
Hersey and Blanchard's Situational Leadership Theory¹⁶

Leader-Member Exchange (LMX) Theory

- **Leaders create in-groups and out-groups, and subordinates with in-group status will have higher performances ratings, less turnover, and greater satisfaction with their superior.**
- LMX Premise:
- Because of time pressures, leaders form a special relationship with a small group of followers: the “in-group”
 - This in-group is trusted and gets more time and attention from the leader (more “exchanges”)
 - All other followers are in the “out-group” and get less of the leader’s attention and tend to have formal relationships with the leader (fewer “exchanges”)
 - Leaders pick group members early in the relationship

Leader-Member Exchange Theory



House's Path-Goal Theory

- **The theory that a leader's behavior is acceptable to subordinates insofar as they view it as a source of either immediate or future satisfaction.**
- **The Theory:**
 - Leaders provide followers with information, support, and resources to help them achieve their goals
 - Leaders help clarify the “path” to the worker's goals
 - Leaders can display multiple leadership types

Path-Goal Theory

path-goal theory

The theory that it is the leader's job to assist followers in attaining their goals and to provide the necessary direction and/or support to ensure that their goals are compatible with the overall objectives of the group or organization.

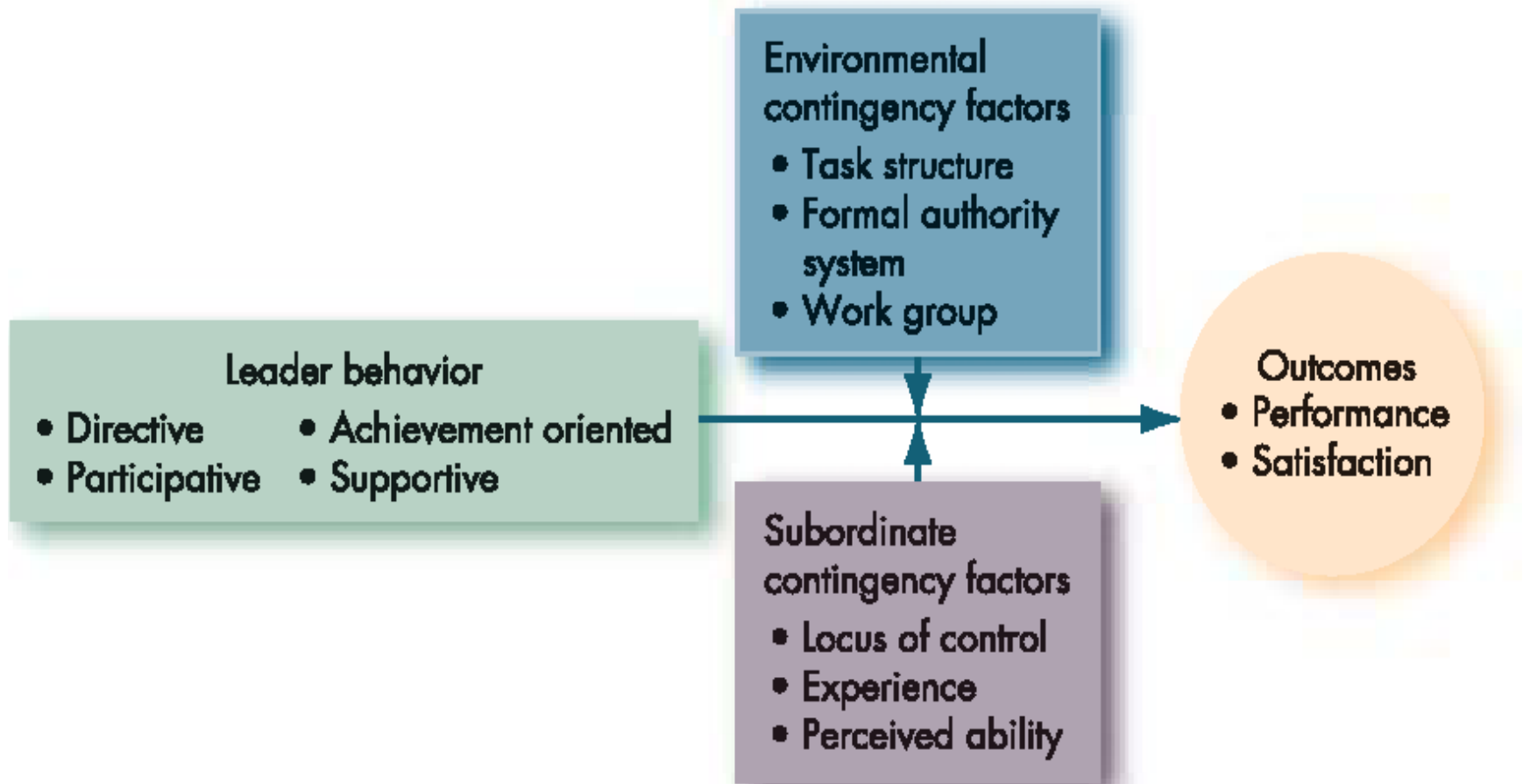


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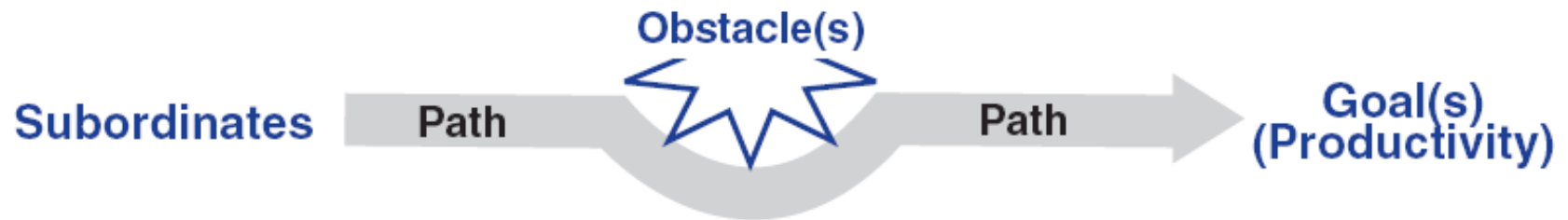
➤ **Four types of leaders:**

- **Directive:** focuses on the work to be done
- **Supportive:** focuses on the well-being of the worker
- **Participative:** consults with employees in decision-making
- **Achievement-Oriented:** sets challenging goals

The Path-Goal Theory



Path-Goal Theory



Path-Goal Leadership

- Defines goals
- Clarifies path
- Removes obstacles
- Provides support

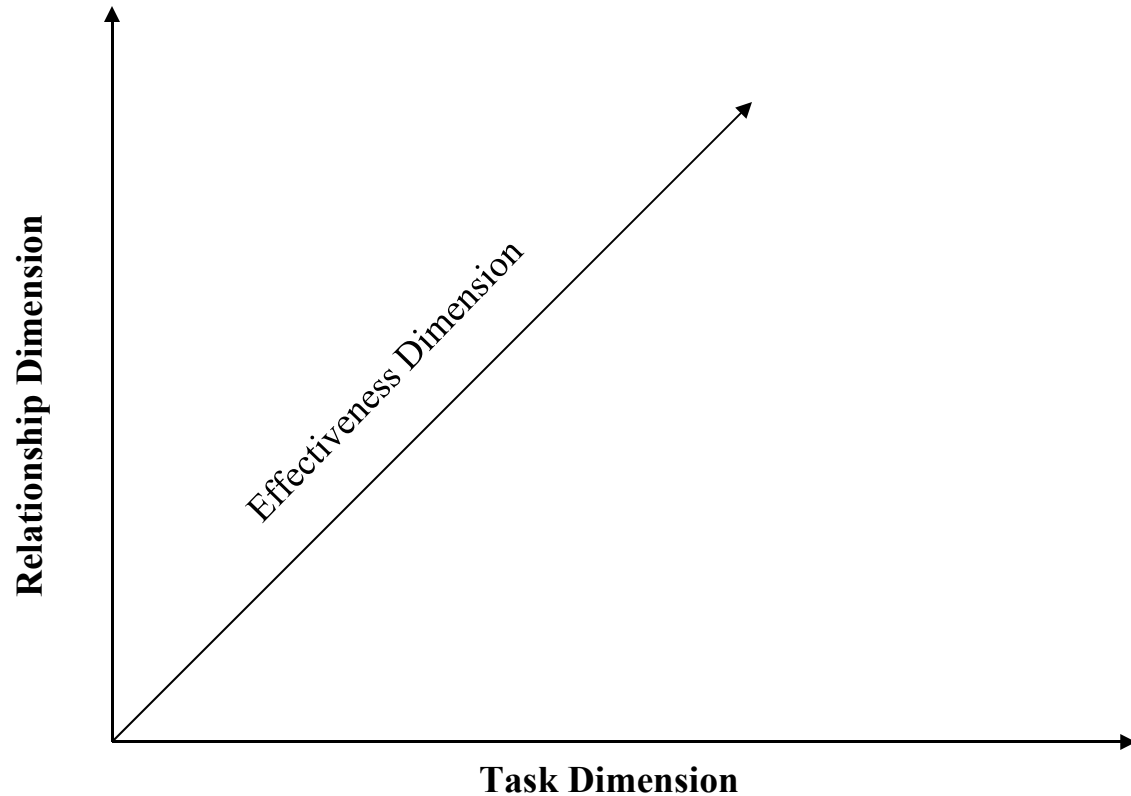
Path-Goal Theory: How It Works

LEADER BEHAVIOR	GROUP MEMBERS	TASK CHARACTERISTICS
DIRECTIVE LEADERSHIP <i>Provides guidance and psychological structure</i>	Dogmatic Authoritarian	Ambiguous Unclear rules Complex
SUPPORTIVE LEADERSHIP <i>Provides nurturance</i>	Unsatisfied Need affiliation Need human touch	Repetitive Unchallenging Mundane & mechanical
PARTICIPATIVE <i>Provides involvement</i>	Autonomous Need for control Need for clarity	Ambiguous Unclear Unstructured
ACHIEVEMENT ORIENTED <i>Provides challenges</i>	High expectations Need to excel	Ambiguous Challenging Complex

Yroom & Yetton's Leader-Participation Model

- A leadership theory that provides *a set of rules to determine the form and amount of participative decision making* in different situations.
- *How* a leader makes decisions is as important as *what* is decided
- Premise:
 - Leader behaviors must adjust to reflect task structure
 - “Normative” model: tells leaders how participative to be in their decision-making of a decision tree.

W.J.Reddin's 3-D Management Style Theory



Three Dimensions of Leadership Style

Thank You !!



“Together we will make it happen”

***COMPOSE BY FUTURE
LEADERS***